



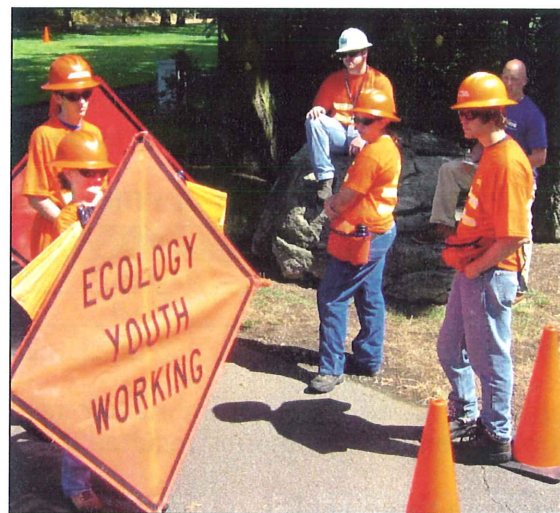
Bag pile on I-405 strategically placed



The big news: crew finds own mom's wallet



158 bags collected from a tenth of a mile stretch of I-5 near downtown Seattle



Learning the ropes: Orientation Day training



Bags & Butts collected from a Litter Survey Site

ECOLOGY YOUTH CORPS 2004 REPORT - NORTHWEST REGIONAL OFFICE

Section 1. Executive Summary & Overview

2004 was a successful year for the Ecology Youth Corps (EYC) in the Northwest Regional Office (NWRO). We had excellent outputs, great supervisors, near 100% staff retention, a good safety record, strong relationships with local and state litter partners -- and not to be underestimated -- a good time. One of the biggest changes in EYC administration this year was the fact that EYC supervisors were Washington State Department of Transportation (WSDOT) employees. This shift of EYC supervisors to WSDOT worked out very well in the NWRO and we are grateful to WSDOT Northwest Maintenance Area 5 for their assistance.

Outputs for the year are found in Table 1-1. Details of outputs by season and county can be found in Sections 2 and 3. Recycling totals by commodity are in Table 1-2.

**Table 1-1
NWRO EYC Outputs 2004**

HOURS WORKED	24,211
MILES CLEANED	945.5
ACRES CLEANED	66.2
POUNDS COLLECTED (BAGS FILLED)	311,925 (20,795)

**Table 1-2
NWRO Recycling
Outputs by Commodity**

ALUMINUM	2,966
SCRAP METAL	18,469
GLASS	8,587
PLASTIC	2,160
MISCELLANEOUS	2,668
TOTAL	34,850

Compared to 2003, output efficiencies (pounds and miles relative to hours worked) were slightly improved this year. Hours worked decreased by 1.7%, however miles cleaned increased by 0.2% and total pounds collected increased by 1.4%. See Table 1-3 for a comparison of 2004 with the two previous years.

**Table 1-3
2004 Output Efficiencies Compared to 2002 and 2003**

	2002	2003	2004	(+/- % vs 2002)	(+/- % vs 2003)
HOURS	20,891	24,627	24,211	+ 15.9%	- 1.7%
MILES	761.2	943.9	945.5	+24.2%	+ 0.2%
POUNDS	233,686	307,688	311,925	+33.5%	+ 1.4%

There were three personal injuries/accidents that required medical attention beyond on-site first aid. None of the injuries resulted in lost days of work.

There were three vehicle mishaps – all involving a van scraping/bumping into a guard rail or jersey-barrier.

A significant work load for median crews in the spring and fall involved cleaning Litter Survey sties, 46 of which were in the Northwest Region. The crews did an excellent job handling this workload. **Litter Survey work negatively impacts overall yearly output efficiencies due to greater travel times to work sites, more meticulous cleaning standards, and time involved with tagging and transporting of collected material.** The improved output efficiencies noted prior are especially noteworthy given the litter survey requirements and are a testament to the hard working supervisors and crew members in NWRO in 2004.

Because there was an interim EYC coordinator this year, a list of pilot projects and performance expectations were created in consultation with Solid Waste & Financial Assistance management. The results of the pilots and performance expectations are found in Section 4.

Section 2. Operations & Outputs

There were three seasons of EYC work in 2004. Spring session was from March 3 through June 18, with two median crews operating, one based in King County and the other in Whatcom County. Summer session was from June 28 to August 20. During summer there were eight youth crews and two median crews. In the fall, lasting from August 23 through November 19, the median crews were once again based out of King and Whatcom counties.

In addition to the spring, summer, and fall EYC crews, an additional \$8,000 of EYC money was spent by Seattle Public Utilities and Snohomish County Solid Waste Management Division between April and September to do state road cleanup. **The EYC proportional share of these two jurisdictions outputs, based on funding percentage, is 717 hours worked, 16.6 miles cleaned, and 14,068 pounds of material collected; however, these totals are not included in yearly totals in any section of this report.**

Section 2.1 – Spring Session

The *spring Whatcom County median* crew was headed by Jennifer Orr, in her second year with EYC. The crew cleaned or assisted with 17 litter survey sites, and cleaned portions of the following roads:

- Interstate 5
- State Routes 9, 20, 536, 542

Matthew Lang supervised the *spring King County median* crew. Matthew is a five-year veteran of EYC. He had an exceptional, hard working crew this spring. The King County median crew won Ecology's Environmental Stewardship Award for their efforts. In addition to cleaning 31 assigned litter survey sites, the crew cleaned portions of the following roads:

- Interstate 5, Interstate 90, Interstate 405
- State Routes 18, 99, 167, 509, 518, 520, 522, 599

Table 2-1 shows outputs for the spring session of both crews.

**Table 2-1
NWRO Spring Outputs 2004**

HOURS WORKED	3,437
MILES CLEANED	103.2
ACRES CLEANED	5.5
POUNDS COLLECTED (BAGS FILLED)	38,565 (2,571)
POUNDS RECYCLED	2,407

Section 2.2 – Summer Session

There were 637 youth crew applicants this year and 94 positions available; 19 of the available positions were filled by returning youth from summer 2003. Through a random drawing, 218 youth were selected for interviews to fill the remaining 75 vacancies. **Of the 94 youth hires, there were 52 males and 42 females; the diversity numbers were 60.6% Caucasian, 34.0% non- Caucasian, and 5.4% unknown.** Five median crew members were hired for the summer; there was one hold over crewmember from the spring session. There were five experienced supervisors this summer and five new ones. In addition to the ten supervisors, Erik Moore, a four-year EYC veteran, was the new regional summer crew checker, dutifully visiting each crew weekly and getting to know intimately the ways and means of Interstate 5 from Canada to Tacoma.

Eight youth crews and two median crews operated during the summer session, which lasted from June 28 through August 20. The summer outputs are found in Table 2-2. There was one youth crew each based out of Kitsap, Skagit, and Whatcom counties; 1.5 youth crews in Snohomish County, and the remaining 3.5 youth crews based in King County. The two summer median crews also operated out of King County.

**Table 2-2
NWRO Summer Outputs 2004**

HOURS WORKED	17,196
MILES CLEANED	698.4
ACRES CLEANED	31.5
POUNDS COLLECTED (BAGS FILLED)	220,418 (14,695)
POUNDS RECYCLED	26,251

Jennifer Garman supervised the 12 youth hired in *Whatcom County*. Jennifer was a first year supervisor; she worked on the spring median crew. The crew cleaned all of Interstate 5 shoulders and interchanges from Canada to Skagit County, as well as portions of SR542 and SR548, and cleaned or assisted with five litter survey sites. They collected 14,655 pounds of material and cleaned 105.6 miles of road. The Whatcom crew had perfect attendance for all eight weeks.

Second year supervisor Danny Lockwood supervised the *Skagit County* crew; ten youth were hired. The crew collected 12,990 pounds of material while cleaning 106.3 miles of Interstate 5 from Whatcom County to Snohomish County (all shoulders and interchanges) and portions of SR20 between Anacortes and Sedro Woolley. The Skagit crew was the top mile cleaning crew this summer. The crew also cleaned or assisted with three litter survey sites.

Jenni Orr transferred to from Whatcom to supervise the summer youth crew in *Snohomish County*. The 12 youth under her supervision cleaned 69.8 miles of road and removed 14,595 pounds of debris. They cleaned sections of Interstate-5, mostly north of Everett and small stretches of SR2 and SR526. The Snohomish crew also cleaned 14 Fish & Wildlife sites, covering approximately 24 acres.

The *East King County* crew (which also included youth from South Snohomish County) was lead by first-year supervisor Erin Duffy. Twelve youth were hired, although two ended up quitting before their term expired. Erin's crew spent the majority of their effort cleaning heavily trafficked stretches of shoulder and interchanges on Interstate 405 and SR522. They also cleaned smaller areas of Interstate 90 and SR520. They removed 26,610 pounds of material while cleaning 54.7 miles.

Sarita Winterrowd-Lundin was the *North King County* supervisor; this was her first year with EYC. Sarita supervised a diverse group of 12 youth – one youth was terminated early due to truancy. Sarita and crew spent seven weeks in heavy traffic cleaning Interstate 5 shoulders and interchanges between Seattle and Lynnwood, and spent the final week on Interstate 405 in Bellevue. The North King crew picked up 21,143 pounds of material from 58.1 miles of road.

Matthew Lang transferred from median crew to youth crew duty for the summer, and took over a *South King County* crew – his first time supervising youth after five seasons of median crews. Matthew and the 12 South King youth cleaned Interstate 5 from the Pierce County line north to Interstate 405 and SR167 from Interstate 405 south to the Pierce County line, as well as a small portion of SR18 near Auburn. Matthew's crew also assisted with two litter survey

site. This crew was our top pound producer, collecting 35,940 pounds of litter while cleaning 49.9 miles of road.

The other *South King County* crew was based out of *Kent* and operated under the direction of Casey Paul Stamschror – another first year supervisor. Casey and his 12 Kent crewmembers cleaned Interstate 5 from Des Moines south to the Pierce County line and SR167 from the Pierce County line north to Interstate 405. The crew cleaned 43.1 miles of road and collected 24,900 pounds of material.

The final youth crew in the NWRO was Rick Haskin's *Kitsap County* crew. This was Rick's eighth year supervising our Kitsap County youth crew. Twelve youth were hired to work in Kitsap County. The crew picked up 13,650 pounds of material while cleaning 77.4 miles of road. They focused their efforts on SR3 between Poulsbo and SR16 between Gorst and Gig Harbor.

The *summer North King County median* crew was lead by second-year supervisor David Keeney. David's crew consisted of three college students. This was our most productive crew from an efficiency outputs standpoint. They picked up 31,410 pounds of litter while cleaning 73 miles of roadway. This crew was also the top recycler – amassing 5,170 pounds of recyclable material. This crew cleaned busy and complicated interchanges and medians on Interstate 5, Interstate 90, Interstate 405, and SR522 throughout King and south Snohomish County. They assisted with four litter survey sites.

Collin Binder supervised the *summer Central King County median* crew. This was Collin's first year as a supervisor; he spent summer 2003 as a median crew member. This crew focused on medians of Interstate 5, SR18, and SR167 and also spent a week cleaning five miles of median of SR16 in Kitsap County. Their final outputs were 24,540 pounds collected and 60.5 miles cleaned. They assisted with four litter survey sites.

Section 2.3 – Fall Session

Danny Lockwood switched from Skagit Youth to supervise the *fall Whatcom County median* crew. The crew cleaned or assisted with the same 17 litter survey sites as in spring and spent the majority of their remaining effort on Interstate 5 median in Whatcom and Skagit counties. Additional cleaning occurred on SR9 and SR542.

With summer completed, Matthew Lang resumed in median supervisory role, taking back the *fall King County median* crew. (Dave Keeney's summer median crew also operated for one week during the fall session.) In addition to cleaning 31 assigned litter survey sites, the crew cleaned portions of the following roads:

- Interstate 5, Interstate 90, Interstate 405
- State Routes 18, 99, 167, 509, 516, 518, 520, 522, 599, 900

**Table 2-3
NWRO Fall Outputs 2004**

HOURS WORKED	3,579
MILES CLEANED	143.9
ACRES CLEANED	29.2
POUNDS COLLECTED (BAGS FILLED)	52,950 (3,530)
POUNDS RECYCLED	6,192

Section 3: Areas Cleaned

Figures 3-1 and 3-2 on the following pages highlight the portions of interstates and state routes cleaned by EYC crews in the Northwest Region.

Figure 3-1 – Regional Map of Interstates and State Routes Cleaned by EYC crews

Yellow Highlight denotes shoulder and or median was cleaned

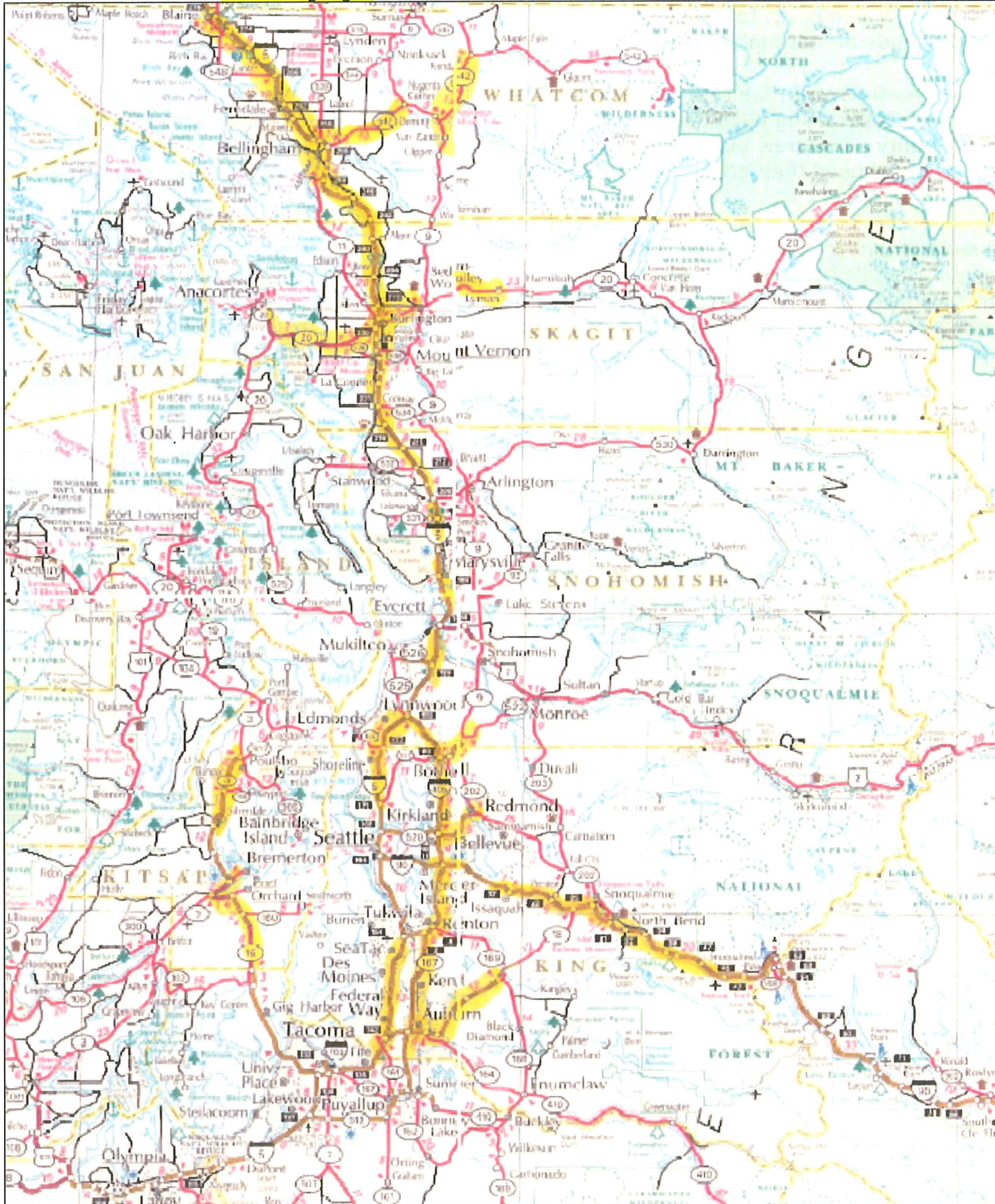
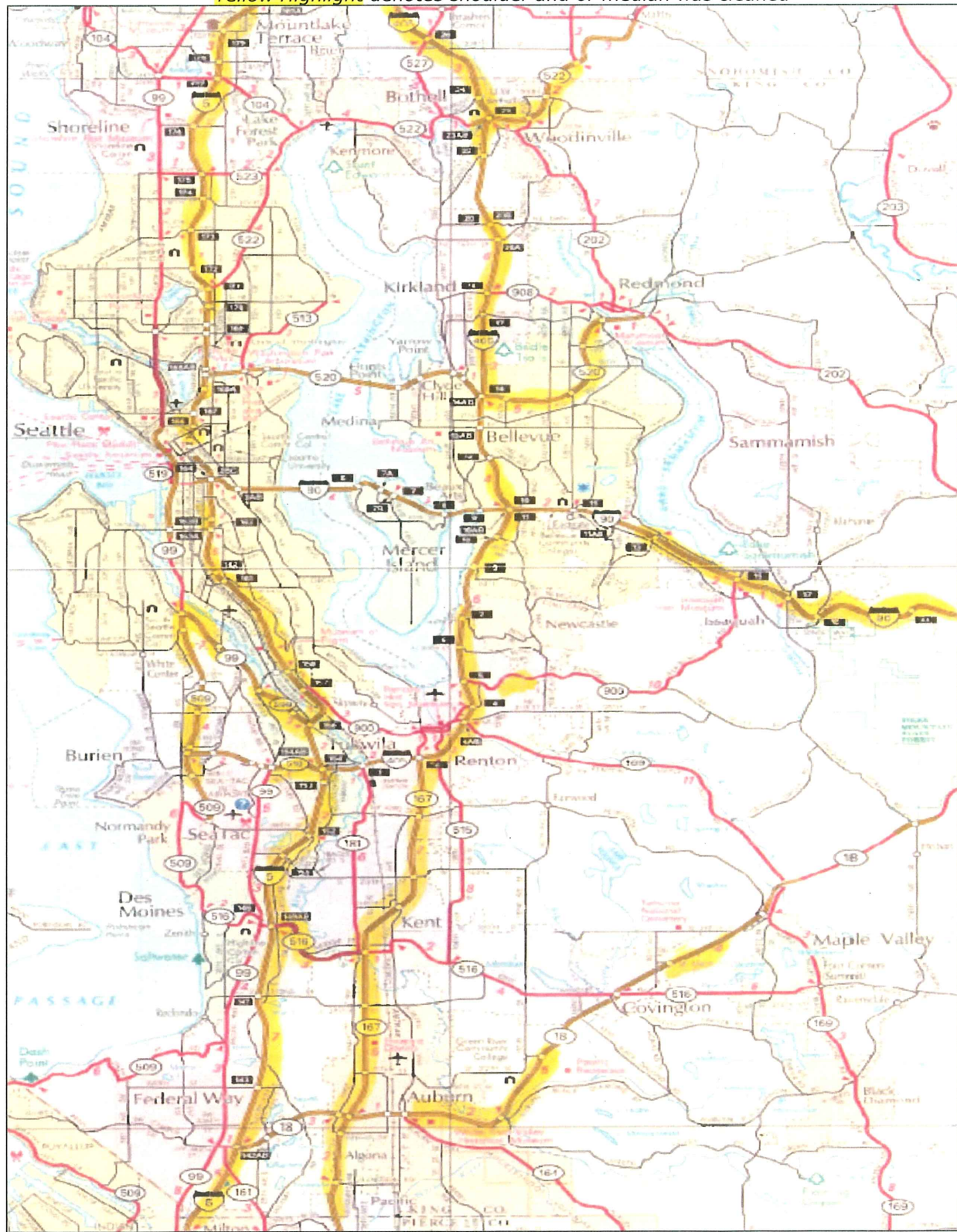


Figure 3-2 – Puget Sound Map of Interstates and State Routes Cleaned by EYC crews
Yellow Highlight denotes shoulder and or median was cleaned



Section 3.1 – Cleaning Effort by County

The NWRO is comprised of seven counties, though EYC crews operate only out of five of those counties (King, Kitsap, Skagit, Snohomish, and Whatcom). A small amount of work is also conducted in Island County and Pierce County; San Juan County is not included. In this section, Pierce County outputs are included in Kitsap County's totals. Though assigned in title to specific counties, (e.g. North King or Whatcom) crews often clean in other jurisdictions. Table 3-1 shows outputs by county as a percentage of overall EYC work in the northwest region. For perspective each county's percentage of the population of the northwest region is included. This is important to note because even though nearly 50% of all EYC hours were worked in King County, this is still less than the 58.8% of the population of the northwest region that lives in King County.

Table 3-1: Percentage of Outputs by County

(Parentheses is respective county's population as a percentage of the NWRO total population)

ISLAND (2.5%)		KING (58.8%)		KITSAP (7.9%)	
Hours	0.5%	Hours	48.5%	Hours	9.5%
Pounds	0.2%	Pounds	62.3%	Pounds	5.8%
Miles	0.7%	Miles	39.7%	Miles	10.9%

SKAGIT (3.6%)		SNOHOMISH (21.2%)		WHATCOM (5.6%)	
Hours	9.2%	Hours	17.4%	Hours	14.8%
Pounds	6.4%	Pounds	14.2%	Pounds	11.1%
Miles	14.5%	Miles	16.4%	Miles	17.7%

The following charts show outputs by county.

Chart 3.1 - Hours Worked by County

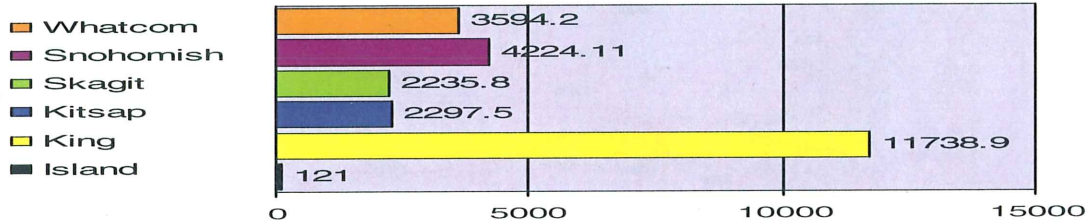


Chart 3.2 - Pounds Collected by County

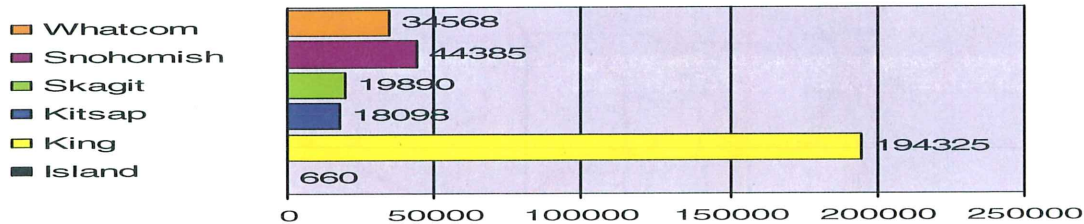
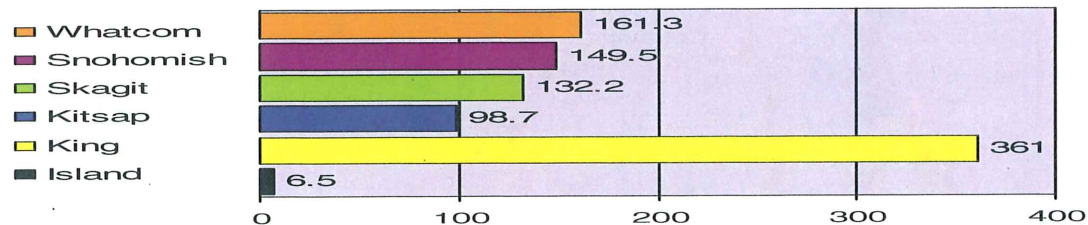


Chart 3.3 - Miles Cleaned by County



Section 4. Pilots & Performance Expectations

Pilot: Reduction in Length of Youth Crew Work Day

Historically summer youth crews have worked five eight hour days – a total of 40 hours per week. This year the work day was reduced to 7.5 hours per day – a 37.5 hour work week. There were three primary reasons for this change:

1. Less money for crews than originally budgeted because of the interagency agreement with DOT
2. Allow supervisors 2.5 hours per week to complete tasks while not actively supervising youth
3. Reduce supervisor overtime

This pilot project proved successful. While several returning supervisors did note that it made the afternoon portion of the work day seem slightly rushed and more challenging to fit in the required breaks, supervisors were usually able to use the weekly 2.5 hours of non-supervisory time to complete administrative and operational tasks without going into overtime status. In 2003 summer supervisors worked 172.9 hours of overtime in the nine-weeks between the start of supervisor orientation week and the last day of youth crews. In 2004, during the same time period, supervisors worked 9.5 hours of overtime. This was a **94.5% reduction in overtime** and represented approximately \$3,250 less in overtime pay. *I recommend the 37.5 hour work week be continued in 2005 and beyond.*

There was an expectation to reduce supervisor overtime hours for the year by 60% for 2004 compared to 2003. This goal was achieved – see table 4-1.

Table 4-1: Supervisor Overtime Reduction by Season – 2003 vs. 2004

2003 SUPERVISOR OT		2004 SUPERVISOR OT		PERCENT DECREASE
Summer Youth	172.9	Summer Youth	9.5	94.5%
Median	22.6	Median	7.5	66.8%
Crew Checker	45.0	Crew Checker	5.0	88.9%
TOTAL OT	240.5	TOTAL OT	22.0	90.8%

Pilot: Recruit and Rehire Outstanding Youth from 2003

The usual practice in NWRO is to only let youth work one four-week session. This year, that practice was modified to seek out crewmembers from summer 2003 that demonstrated outstanding performance. There were three primary objectives to this project:

1. Reward excellent past performance with an offer to return for another four weeks
2. Trained staff that could hopefully serve as mentors and increase efficiency and safety
3. Decrease the number of interviews needed to fill vacancies

This pilot project was successful in a couple of ways. First, the response from contacted youth was strong. A total of 24 youth from summer 2003 were sent a letter congratulating them on their outstanding evaluation and explaining to them how to be rehired for 2004; **of these 24 youth, 19 returned a rehire application** and joined EYC for another season.

At the conclusion of summer, all eight youth supervisors were given a questionnaire to capture their respective thoughts about this pilot project. Overall feedback was supportive.

- 5 of 8 supervisors felt returning youth increased efficiency
- 6 of 8 supervisors felt returning youth increased safety
- 6 of 8 supervisors felt returning youth served as mentors and helped train the new rehires
- 4 of 8 supervisors strongly favor, another 2 favor, and 2 were neutral about continuing the practice of rehiring outstanding youth from the previous year

Supervisors responded strongly in support of this project and roughly 80% of youth contacted signed up to do EYC for another year. Supervisor's evaluations of the rehired youth were again very positive. Because of these factors, *I recommend recruitment and rehiring of outstanding performers from the previous summer be continued in 2005 and beyond.*

Pilot: Reduction in number of youth interviewed by 25%

Typically around 320 youth are scheduled for interviews during the spring of each year – just over three interviews per available position. This year that number was **reduced 32%** to 218 youth interviewed. This reduction was achieved in two ways:

1. Allowing youth to be rehired resulted in fewer new vacancies to fill.
2. Lowering the number of applicants per opening from 3 to approximately 2.5.

Every summer youth supervisor was surveyed about whether or not they felt there were enough qualified applicants to fill their vacant slots. All eight of the summer youth supervisors responded that, despite the reduction in interviewees, they felt they had enough qualified applicants to fill their crews. The reduction in interviews also reduced staff time devoted to the interviewing process (including scheduling, travel, and conducting) by approximately 45 hours. *I recommend the policy of interviewing only 2.5 applicants per opening be continued in 2005 and beyond.*

Pilot: Move up respective dates for youth application deadline, youth interviews, and parent/guardian meetings

The intent of this switch was to improve administrative efficiency, namely by reducing the "bottleneck" workload that typically occurred in late-May and June and resulted in a lot of exchange time. In most years previous, the application deadline was very early May, the youth interview occurred in late May to early June, and the parent/guardian meetings were typically scheduled for the second week of June.

This year the youth application deadline was April 14; the deadline was similar to Central Region (April 13) and Southwest Region (April 15). The earlier application deadline had no discernable impact on the number of applicants – there were 637 applicants in 2004 compared to 650 in 2003 and 629 in 2002. Youth interviews took place May 10-13 and May 15. Parent/guardian meetings were held May 25-27. This timeline allowed nearly a month for all hiring paperwork to be completed and turned in before youth crews began work. No exchange time was requested by the EYC regional coordinator in May. *I recommend the earlier dates for these three activities be continued in 2005 and beyond.*

Pilot: Convert Supervisor Orientation Week to Four-10 hour days

Historically supervisor orientation week has been five-8 hour days. This year, it was switched to four-10 hour days (4-10s). There were two motivations for the switch – one operational and one financial.

- Operationally, it allowed for longer stretches of road training in the field. There was 2.5 to 3 hours on the interstate each day (except for first-aid day). The SWFAP management expectation was to increase road training time by 30%, and this was achieved.
- Financially, switching to 4-10s reduced transportation, refreshment, lodging, and per diem costs by approximately \$1,000.

All eleven supervisors who attended the orientation week training responded favorably to the switch to 4-10s. *I recommend 4-10s be continued in 2005 and beyond.*